



U.S. Department  
of Transportation  
**Federal Aviation  
Administration**

# Memorandum

Subject: INFORMATION: Federal Worker 2000 Presidential Initiative Date: **AUG 10 2000**

From: National OSHECCOM Vice Chair

Reply to  
Attn. of:

To: Distribution:

This memorandum transmits background information concerning the Federal Worker 2000 Presidential Initiative, which tasks Federal agencies to reduce the occurrences of work-related injuries, reduce workdays lost due to those injuries, and improve the timeliness of submission of reports (OSHA Form CA-1) when injuries do occur. The initiative is led by the Department of Labor and has a five-year duration.

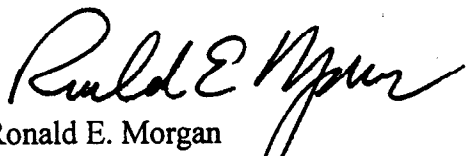
In his memorandum dated July 2, 1999, the President stated that the Federal workforce is a valuable asset to our healthy economy and we need to do more to protect our dedicated public servants from preventable injuries and illnesses. He wants us to make the safety and health of every Federal worker a **central value** in each operation performed in Federal workplaces and to ensure that when injuries do occur, Federal employees are given the best possible care and are returned to work as quickly as possible.

The attached information includes:

- the President's Memorandum,
- memoranda from the Secretary and Deputy Secretary of Transportation,
- the FAA Federal Worker 2000 Implementation Plan signed by the Administrator,
- a Department of Labor information sheet with the Federal Worker 2000 goals and their baseline measurement dates, and
- OWCP chargeback costs by Line of Business.

We encourage you to familiarize yourself with the requirements of the Federal Worker 2000 Initiative and suggest that you distribute copies of this information package to those in your organizations having responsibilities for the safety and health of our employees. Your support for this initiative will help to ensure that every FAA worker is provided an opportunity to meet his/her full potential while at the same time providing a safe and healthful workplace. For clarification of your responsibilities in regard to employee safety, please consult Chapter 1 of Order 3900.19B, the FAA Occupational Safety and Health Program.

For questions regarding this initiative, please contact Maryanne Solak, AHL-100, at (202) 267-9020, or Victoria Hershisier, AEE-200, at (202) 267-8425.



Ronald E. Morgan  
National OSHECCOM Vice-Chair

Attachments (6)

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THE WHITE HOUSE

WASHINGTON

July 2, 1999

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Federal Worker 2000 Presidential Initiative

Each year, Federal employees suffer over 160,000 injuries or illnesses in the course of their employment. The Federal Government's bill for medical treatment and wage loss compensation costs exceeds \$1.9 billion each year. Even more disturbing is the pain and suffering of employees and their families that is caused by these injuries and illnesses and the fact that many of such injuries and illnesses are preventable.

The Federal workforce is a valuable asset to our healthy economy. We need to do more to protect our dedicated public servants from preventable injuries and illnesses. From this point forward, I want to make the safety and health of every Federal worker a central value in each operation performed in Federal workplaces. I ask all Federal agencies to help make Federal Government workplaces safe and productive. Furthermore, we need to ensure that, when injuries do occur, Federal employees are given the best possible care and are returned to work as quickly as possible.

To this end I direct the Secretary of Labor to lead an initiative focusing on the Federal workplace. This initiative will have a duration of 5 years, and will establish 3 measurable goals:

- reducing the overall occurrence of injuries by 3 percent per year, while improving the timeliness of reporting of injuries and illnesses by agencies to the Department of Labor by 5 percent per year;
- for those work sites with the highest rates of serious injuries, reducing the occurrence of such injuries by 10 percent per year; and
- reducing the rate of lost production days (i.e. the number of days employees spend away from work) by 2 percent per year.

I also direct the Secretary to report to me each year on the progress made to reduce work-related injuries and illnesses, to provide timely services, and to reduce the number of days injured workers are away from their jobs.

I am convinced that this new focus on safety and health in the Federal Government will result in fewer injured workers, significant cost reductions, and an enhanced ability to serve the American public.

William I. Clinton



**U.S. Department of  
Transportation**

Office of the Secretary  
of Transportation

# Memorandum

Subject: **ACTION:** Implementing the Federal Worker 2000  
Presidential Initiative - Better Management of Our Safety  
and Health and Workers' Compensation Programs

From: The Secretary

Date: December 28, 1999

Reply to  
Attn. of:

To: Heads of Operating Administrations  
Inspector General  
Director, Transportation Administrative Service Center  
Director, Bureau of Transportation Statistics  
Acting Director, Office of Motor Carriers

The Department of Transportation has an outstanding record when it comes to protecting the safety of the traveling public and ensuring safety within the transportation industry. As an employer, we must hold ourselves to the same high standards, and place just as much emphasis on the workplace safety and health of our own employees.

On July 2, 1999, the President issued a memorandum to Heads of Executive Departments and Agencies announcing a new five-year initiative, Federal Worker 2000. A copy of the President's memorandum is attached. I want to highlight the following paragraph:

"The Federal workforce is a valuable asset to our healthy economy. We need to do more to protect our dedicated public servants from preventable injuries and illnesses. From this point forward, I want to make the safety and health of every Federal worker a central value in each operation performed in Federal workplaces. I ask all Federal agencies to help make Federal Government workplaces safe and productive. Furthermore, we need to ensure that, when injuries do occur, Federal employees are given the best possible care and are returned to work as quickly as possible."

Beginning October 1, 1999, the Department of Labor (DOL) is tracking our progress in meeting this initiative, and will be reporting our progress to the President annually. The President has set 4 goals for us to meet: (1) reduce our overall injury rate by 3 percent a year; (2) reduce injuries at our facilities with the highest injury rates by 10 percent a year; (3) improve our timeliness of reporting injuries to DOL by 5 percent a year; and (4) reduce the number of days our injured employees spend away from work by 2 percent a year.

Within the Department, each operating administration must develop a realistic operational plan for meeting the President's goals. The Deputy Secretary will provide you with more information about those plans in a separate memorandum. I want you to be aware of what your organization is doing, so I am asking that you personally transmit

your organization's plan to me through the Assistant Secretary for Administration. Plans should be submitted no later than January 24, 2000.

Employee safety is every bit as important as public safety. I expect each of you to follow my lead by making this a core value in your organization.

Attachment



U.S. Department of  
Transportation

Office of the Secretary  
of Transportation


# Memorandum

Subject: **ACTION:** Implementing the Federal Worker 2000  
Presidential Initiative – Better Management of Our Safety  
and Health and Workers' Compensation Programs

Date: December 29, 1999

From: The Deputy Secretary

Reply to  
Attn. of:

To:   
Heads of Operating Administrations  
Inspector General  
Director, Transportation Administrative Service Center  
Director, Bureau of Transportation Statistics  
Acting Director, Office of Motor Carriers

In a recent memorandum, the Secretary told you about a new Presidential initiative, Federal Worker 2000. I want to tell you more about the requirements you must meet in the implementation of that initiative.

We have already taken several steps to improve the management of our safety and health and workers' compensation programs. First, the DOT FY 2000 Performance Plan contains an annual performance measure under Capital Assets Management regarding reduction of workers' compensation costs. This is found in the performance agreement template as objective M-6.6.1. Beginning in FY 2001, implementation of the Federal Worker 2000 initiative will be included in both the Performance Plan and the template for development of performance agreements.

Second, the Departmental Budget Office has given instructions to your budget offices that, in your FY 2001 budgets, you will have to absorb any workers' compensation cost increases that exceeded your FY 2000 levels.

Third, we are working with the Department of Labor (DOL) to facilitate the electronic submission of injury and illness claims. The Department's Workers' Compensation Information System (WCIS) now allows electronic collection of injury claims, and we expect to start electronically transmitting injury and illness claims to DOL early next year. Effective immediately, operating administrations must use the electronic submission capabilities of WCIS as they become available.

But more needs to be done if we are to meet the President's goals. Therefore, each operating administration must prepare a plan for implementing the Federal Worker 2000 initiative for each of the next five years (through FY 2004). Plans should be submitted to the Secretary, through the Assistant Secretary for Administration, by January 24, 2000. The specific content of individual operating administration plans will vary because your operations, organizational structures, rates of injury, and related workers' compensation costs vary. However, every plan must address the following:



- A cross-functional program management strategy involving your occupational safety and health, workers' compensation, budget, medical (where applicable), training, and other appropriate staffs;
- The placement of the programs within your organization and the resources devoted to them;
- A strategy for increasing the visibility and effectiveness of your occupational safety and health program, including emphasis on workplace inspection, correction of deficiencies, and employee training;
- A specific light-duty plan for returning your injured employees to work as quickly as possible; and
- A training plan for supervisors and managers (including military supervisors of civilian employees) in the requirements and responsibilities of these programs.

Other issues that you may want to include in your plan, but are not required, include medical qualifications and screenings; medical surveillance programs; allocation of costs and program accountability to the lowest organizational levels; cooperation with other operating administrations, especially in places where you are co-located; and an evaluation strategy to determine how well you are doing.

If you have any questions, the Assistant Secretary for Administration and her staff are available to work with you. As Secretary Slater said, employee safety is every bit as important as public safety, and you must make sure this a core value in your organization.



U.S. Department  
of Transportation  
Federal Aviation  
Administration

# Memorandum

Subject: **ACTION:** Implementing the Federal Worker 2000  
Presidential Initiative - Better Management of Our  
Safety and Health and Workers' Compensation  
Programs

Date: FEB 11 2000

From: Administrator

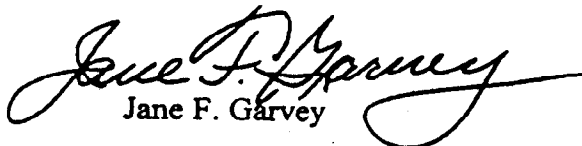
Reply to: Maryanne Solak  
Attn. of: x7-9020  
FAX: x7-5121

To: The Secretary  
THRU: The Deputy Secretary

This memorandum forwards the Federal Aviation Administration's (FAA) implementation plan for meeting the Federal Worker 2000 initiative. This memorandum submits both the first year and subsequent 4-year plans for meeting the President's goals as outlined in the Secretary's memorandum dated December 28, 1999.

The FAA has established a cross-functional committee involving occupational safety and health, workers' compensation, budget, aviation medicine, training, security, and labor unions. This committee has outlined a four-point approach consisting of program management, training and education, claims processing improvements, and prevention efforts. This plan is a "living document" that will continue to be worked through our National Occupational Safety, Health, and Environmental Compliance Committee. We will forward you revisions to the plan as they occur. Continuing improvement and refinement will be an ongoing initiative.

For additional information on workers' compensation or safety and health, your staff may contact Ms. Maryanne Solak or Ms. Victoria Hershiser, respectively. Ms. Solak can be reached on (202) 267-9020 and Ms. Hershiser can be reached on (202) 267-8425.

  
Jane F. Garvey

Attachment

## **FEDERAL WORKER 2000 IMPLEMENTATION PLAN**

The FAA is employing a four-part approach to address the Federal Worker 2000 Presidential Initiative that consists of program management, training and education, claims processing improvements, and effective prevention efforts for all employees and supervisors. Each approach is categorized by short-term and long-term initiatives and identifies the corresponding Presidential goal to which it pertains. The Presidential goals are as follows:

- Reduce the overall occurrences of injuries by 3 percent per year, while improving the timeliness of reporting injuries and illnesses by agencies to the Department of Labor (DOL) by 5 percent per year.
- For those worksites with the highest rates of serious injuries, reduce the occurrence of such injuries by 10 percent per year; and
- Reduce the rate of lost production days (i.e., the number of days employees spend away from work) by 2 percent per year.

Responsibility for workers' compensation resides in 14 human resource offices, including 1 national Office of Workers' Compensation Program (OWCP) Manager, 2 contractor personnel who program and maintain the Workers' Compensation Information System (WCIS), and 12 benefits specialists who handle workers' compensation on a collateral basis. In addition, each region, headquarters, and center has a designated Occupational Safety and Health (OSH) professional and, with the exception of the Technical Center, a Regional Flight Surgeon (RFS). For this project, a cross-functional agency team was assembled with representatives from the lines of business, human resources, safety, budget, medical, security, unions, and others. The team is meeting weekly via teleconferences to develop the strategies necessary to fulfill the Federal Aviation Administration's (FAA) responsibilities under the initiative. Continuing refinement and improvement are an ongoing initiative.

FAA Order 3900.19B, the FAA Occupational Safety and Health Program, was updated and signed by the Administrator in April 1999. This order establishes the policy framework and assigns responsibility for an effective agencywide employee safety and health program. The goal of the program is to ensure that FAA employees are provided with places and conditions of employment that are free from recognized hazards that cause or are likely to cause death or serious physical harm.

### **PROGRAM MANAGEMENT**

#### **Short-Term Initiatives**

- Analyze accident data to determine safety program focus and to develop intervention strategies. (Goal 1)
- Ensure that only claims involving lost days or medical reimbursements are submitted to OWCP. This will reduce the submission of unnecessary claims. (Goal 2)
- Review DOL quarterly report to identify cases belonging to other agencies/modes that are inadvertently charged to the FAA. (Goal 1)

### Long-Term Initiatives

- Share effective strategies between regional, center, and headquarters stakeholders. Information includes controversion techniques, light duty programs, categorizing claims to concentrate on immediate resolution, and requesting valid medical information to support current OWCP claims. (Goal 1)
- Develop medical intervention strategies to encourage coordination with employees' private medical providers to facilitate timely return to work. This, in conjunction with the light duty program, ensures that employees who can work are given the opportunity to do so rather than continue to receive OWCP compensation. (Goal 2)
- Identify additional light duty assignments under the agency's return to work initiative. Develop a partnership among the lines of business, medical, human resource, union, and safety personnel to encourage sharing of light duty success strategies. (Goal 3)
- Work with cross-functional group to identify meaningful reporting requirements for safety and OWCP and develop additional ad hoc reporting capabilities in WCIS/Safety Management Information System (SMIS). (Goal 1)

## **TRAINING AND EDUCATION**

### Short-Term Initiatives

- Educate employees of their responsibility for observing safe work practices, promptly reporting unsafe and/or unhealthful working conditions and work-related injuries/illnesses/accidents, and attending applicable occupational safety and health-related training. (Goal 1)
- Provide appropriate safety and health information and training to employees at the targeted high injury sites (Westbury and Cleveland) and to other at-risk employees to help prevent new injuries and increase visibility for the occupational safety and health program. (Goal 2)

### Long-Term Initiatives

- Develop a training plan for supervisors and managers so they are informed of their responsibilities under the occupational safety and health program. (Goal 1)
- Develop and implement supervisors' training. Emphasis should be on enforcement of safety rules and regulations; DOL requirements; compensation timeframes; the need to controvert questionable claims; and responsibilities for followup. Supervisors must ensure that workplaces are inspected to identify, document, and correct hazards; that all employees are trained in safety awareness; and that all work-related injuries, illnesses, and accidents are reported and investigated to determine why they occurred. (Goal 1)
- Continue to provide appropriate safety and health training for all employees. This may be accomplished by distributing literature, providing safety orientation classes, and sending reminders via Broadcast Messages, etc. (Goal 1)

- Promote the agency light duty program. Work with successful agencies (Veterans Affairs, Postal Service, etc.) and regions (Southern, Southwest, and Northwest Mountain) to gain ideas and adopt creative ways to bring employees back to work on a temporary or permanent basis. (Goal 3)

## CLAIMS PROCESSING

### Short-Term Initiative

- Pilot electronic submission of injury and illness claim forms to DOL at three test sites (ASO, ASW, and headquarters). (Goal 1)

### Long-Term Initiative

- Expand electronic submission of claim forms to include all sites (regions, centers, and headquarters). (Goal 1)

## PREVENTION

### Short-Term Initiative

- Mobilize, inform, and guide the supervisors, designated OSH professionals, and the lines of business on OWCP and related safety issues. This can be accomplished by holding telecons and providing training materials to be used at headquarters and in the field for safety orientation and remediation. (Goal 1)

### Long-Term Initiatives

- Emphasize injury prevention at all worksites by focusing efforts on identifying workplace hazards, following up on corrective actions needed, and increasing employee awareness of the safety program. (Goal 2)
- Integrate OWCP issues into the national and regional Occupational Safety, Health, and Environmental Compliance Committees to maintain program emphasis and to ensure coordination between management and the bargaining units to reduce on-the-job OWCP claims and associated costs. (Goal 2)

# FEDERAL WORKER 2000

## - A Presidential Initiative -

1. Where are the Safety and Health responsibilities for Federal Agencies established.
  - Section 19 of the Occupational Safety and Health Act of 1970 and Presidential Executive Order 12196 set safety and health program requirements for all agencies of the Executive Branch except military personnel and uniquely military equipment, systems and operations.
2. Why is there a need for a Presidential Safety and Health Initiative?
  - Each year more than 160,000 injuries and illnesses at work are reported to ESA's Office of Workers' Compensation Programs (OWCP) under the Federal Employee's Compensation Act (FECA).
  - The reported injuries result in the payment of nearly two billion dollars annually in workers' compensation costs which include medical expenses and lost income.
3. What will be the focus of the Initiative?
  - Federal Worker 2000 will highlight the President's interest and support for a strong safety and health program in the Federal Government through involvement by Cabinet Officers and agency managers;
  - It will address the human and financial cost of workplace injury by reducing the incidence of injury, the days of disability and lost production that ensue; and
    - It will establish three measurable goals that OSHA, ESA/OWCP and participating agencies can use to track progress in Federal worker safety and health and compensation programs. These goals will seek to improve or reduce 4 major indicators:
    - Reduce the total rate of Injury/Illness Cases per 100 employees reported by all agencies (TCR= Total Case Rate);
    - Reduce the rate of Lost Time Cases per 100 employees for agencies at or above 2 times the FY-96 Federal average (LTCR = Lost Time Case Rate);
    - Reduce the rate of Lost Production Days per 100 employees due to injury/illness incurred at work (LPDR = Lost Production Days Rate);and
    - Decrease the Average Reporting Time by Federal agencies for new injuries and illnesses incurred at work.

## FEDERAL WORKER 2000

### — A Presidential Initiative —

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4. What are the goals of this 5 year initiative?

- Goal 1: *Reduce the overall occurrence of injuries by 3% per year, while improving agencies' timeliness of reporting of injuries and illnesses to the Department of Labor by 5% each year.*
- Goal 2: *For those worksites with the highest rates of serious injuries, reducing the occurrence of such injuries by 10% per year; and*
- Goal 3: *Reducing the rate of lost production days — that is, the number of days employees spend away from work — by 2% per year.*

5. What will OSHA and ESA/OWCP do during this initiative?

- OSHA and OWCP will track and measure the accomplishment and success of Federal agencies towards meeting their goals and provide feedback to the agencies on an annual basis;
- Report annually to the White House on the status of these goals;
- Provide technical assistance, compliance assistance and training to agencies upon request;
- Provide special topics training on Safety & Health issues for Local Federal Safety and Health Councils, and in cooperation with Federal Executive Boards/Councils conduct Federal Worker 2000 Seminars for federal agencies .
- Prepare for a Presidential awards ceremony at the conclusion of the program; and
- Conduct spot checks to gauge progress by randomly inspecting 20% of the worksites with the highest lost time case rates annually.

The three goals of the Federal Worker 2000 initiative are described below, along with OSHA's and ESA's planned contributions towards assisting Federal agencies in their accomplishment.

(FY 97 baseline)

**Goal 1:** Reduce the total case rates (TCRs) for most Federal agencies by 3% per year, while at the same time increasing the timeliness of reporting new injuries and illnesses to ESA/OWCP for each agency by 5% per year. (FY 98 baseline)

To assist Federal agencies in their achievement of this goal, OSHA will:

- Develop annual goals for each Federal agency delineating a 3% reduction in the TCR per year, using the most recent injury and illness data, fiscal year 1997, as the "base" year.
- Encourage the establishment of active Health and Safety programs within each agency.
- Track and measure the agencies' yearly progress toward the goal and provide feedback.

The Federal Government average total case rate for FY 1997 was 5.63 injuries/illnesses per 100 employees. All agencies with a rate above 2.00 would be expected to reduce the TCR in each subsequent year by 3%; agencies with rates below 2.00 would be expected to maintain those rates at the FY 1997 level.

At the same time, ESA/OWCP will:

- Track and measure agencies' progress toward the 5% improvement in timeliness, using the FY 1998 baseline.

Federal regulations require an employer to submit the written notice of an injury or illness (Forms CA-1 or CA-2) to ESA/OWCP as soon as possible, but no later than 10 working days (or 14 calendar days) after receiving it from the employee. ESA/OWCP is not able to take action to pay for medical care, reduce disability, and/or effect a safe return to work until that notice has been received. The later the notice, the more likelihood of prolonged disability and higher compensation costs.

Currently, the 14 largest Federal agencies (including the Postal Service) average only 49% of injury notices submitted within the regulatory time period; some agencies are as low as 20%. All Federal agencies have access to their timeliness records through the ESA/OWCP Web page which tracks their performance down to the lowest organizational level for which cost data is compiled. ESA/OWCP district offices provide this information to the Federal agencies regionally and nationally on a quarterly basis.

**Goal 2:** Reduce the lost time case rates (LTCRs) for those worksites with the highest Federal lost time case rates by 10% per year. (FY 96 baseline)

For FY 1996, the Federal LTCR was 2.67 lost time injuries/illnesses per 100 employees. The worksites which in 1996 had LTCRs double the Federal rate, will be the first asked to begin work toward this reduction goal. These worksites have the greatest potential for dramatic improvements, and would represent compelling success stories for safety and health programs in the Federal government.

This particular goal will challenge those Federal agencies with the highest LTCRs to both improve their safety and health programs and lower their injury rates. Preliminary lists of sites



with the highest lost time case rates were shared with the agencies. After considering the agencies comments, OSHA developed a final list of Federal worksites to be included under this goal.

OSHA will provide monitoring and technical assistance necessary to increase agency emphasis on accident prevention. ESA/OWCP will work with the agencies to assure that prompt medical attention is provided to injured or ill employees.

**Goal 3:** Following establishment of a baseline in FY 1999 or 2000, reduce the lost production days rate (LDPR) (lost days due to injury or illness per 100 employees) by 2% per year. (last quarter FY 99 baseline)

Society, the individual worker, and employers all benefit from injury prevention. Failing that, there is still benefit in avoiding the long separations from work, lost productivity, and lost self-esteem that can result from long-term disability related to on-the-job injuries. This goal can be accomplished by reducing injuries, their severity, or the average length of disability; it requires the agency to focus attention on the areas where the improvements may be effected.

Agency management and employee representatives can address overall safety and accident prevention issues, as well as increasing return to work and light duty accommodation efforts for those injured. This goal requires close cooperation between OSHA, ESA/OWCP, and Federal agency staffs, thereby eliminating much of the current overlap and duplication of efforts.

The LDPR is a balanced measure of the impact of work-related injuries and illnesses, capturing both the human and cost dimensions. To ensure correct identification of lost-production days, and establishment of an accurate measure for determining goal achievement, agencies will need to define systems to identify and report all time lost due to job-related injuries.

Continuation of Pay (COP) is a hidden cost of the workers' compensation program, not only in dollars but in lost days of production. Currently, ESA/OWCP has statistical data on agency performance *after* the initial 45 days that employees remain on the agency's payroll (COP period), but the data does not indicate the number of days lost *during* the COP period. Since most injured Federal workers return to work before the 45 day COP period expires, the new tracking system will yield valuable information and provide additional incentive for Federal agencies to improve the timeliness of their injury notification to DOL. ESA/OWCP will furnish technical assistance and guidance in capturing the LDPR information, thereby providing the tool needed to measure each agency's success in reducing this rate by 2% beginning in FY 2000 or 2001.

# FY 2000 - FY 2001 Workers Compensation Charges

Line of Business	Organization	FY 2000			FY 2001		
		Cases	% of Cases	Amount	% of Cases	Amount	% of Costs
Financial Services	ABA	5	0.11%	\$183,239.30	0.22%		
Civil Rights	ACR	-	0.00%	\$ -	0.00%		
Civil Aviation Security	ACS	74	1.67%	\$466,803.30	0.56%		
Deputy Administrator	ADA	3	0.07%	\$72,924.17	0.09%		
Chief Counsel	AGC	4	0.09%	\$11,739.86	0.01%		
Public Affairs	APA	1	0.02%	\$3,758.59	0.00%		
Policy, Planning and International Aviation	API	4	0.09%	\$27,808.91	0.03%		
Research & Acquisitions	ARA	83	1.88%	\$1,214,453.33	1.45%		
Region & Center Operations	ARC	239	5.41%	\$2,706,033.16	3.23%		
Airports	ARP	15	0.34%	\$338,366.79	0.40%		
Space Transportation	AST	-	-	\$ -	-		
Air Traffic Services	ATS	3,578	80.97%	\$71,095,390.83	84.81%		
Regulation & Certification	AVR	256	5.79%	\$3,112,464.13	3.71%		
	SubTotal	4,262	96.45%	\$79,232,972.37	94.51%		
Human Resources	AHR	8	0.18%	\$137,215.18	0.16%		
Washington Metro Airports	Not an LOB	24	0.54%	\$494,958.02	0.59%		
Unknown	UNK	125	2.83%	\$3,963,375.84	4.73%		
	SubTotal	157	3.55%	\$4,595,449.04	5.48%		
	GrandTotal	4,419	100.00%	\$83,828,421.41	99.99%		